



IMPACT OF TRAINING AND DEVELOPMENT PRACTICES ON EMPLOYEES' PERFORMANCE: A CASE OF JALALABAD-BASED NGOS OF AFGHANISTAN

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ABSTRACT

Employees are the blood stream of any organization, success and failure of any business entirely depends on employees' skills, abilities and knowledge which lead to employees' quality performance. The main objective of this research was to study the impact of training and development practices on employees' performance of six selected NGOs in Jalalabad city of Nangarhar province of Afghanistan. Quantitative technique was used for data collection through survey questionnaire. A set of 237 questionnaires were distributed and received 200 only. Convenient sampling technique was used and data was analyzed with the help of Statistical tools. Regression and correlation models were applied for testing hypotheses. The result depicted that training and development practices in NGOs of Afghanistan significantly influence employees' performance. Thus, executive level managers in NGOs of Afghanistan must recognize the importance of training and development practices for the enhancement and effectiveness of employees' performance through a well-designed training policy for future development and success of their workers.

Key words: Afghanistan, Employees Performance, NGOs, Training and Development.

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1. INTRODUCTION

The main goal of every organization is to enhance its employee's performance however; it is not possible without proper training and development programs to address the closing gap of skills, knowledge and attitudes. This is now a critical area of human resource development for a business to continuously evaluate employees' performance. The skills gap actually threatens the quality performance of employees in the organization. In responding to these challenges of the skills gap and deficiency, human resources experts should develop training and development programs which address the problem effectively (Sims, 2006). In organizations where HR practices are put into real practices, employees feel comfortable, secure and more importantly the level of employees' performance is enhanced. Training and development departments are in massive pressure to contribute in the development of quality performances of skillful workers. This is because some organizations are investing some amount of money on training their employees, but the result is not visible in many organizations in terms of profitability and employees performance (Steed, 2000).

In today's era of competitiveness, it is very important for an organization to be dynamic. It should quickly respond to the changes in its environment. This is possible only when employees are rapidly capable enough to cope with the pressure of changing environment. There is no alternative to compete professionally but with the help of training and development programs. Kumpikaite and Sakalas (2011) explored in order to keep employees of an organization on a right track with organization strategic objectives, it is essential to provide them need based training, learning and skill development programs continuously.

In 21st century, workers do not show interest to join that organization where there are no proper improvements in their skills, knowledge and abilities. Most of the businesses are providing opportunities for learning and a significant tool for retaining key staff in the long-run. Beside this many organizations are updating their training strategy in increasing the ration of budgets to gain outstanding performance.

(Olson, 2006) argues that the fundamental objective of the Non-Governmental Organization (NGO) is to render quality training, uproot poverty, enhance basic infrastructure, develop and response to basic needs and build health centers in order to change the life of war-torn country like Afghanistan. NGOs may take part in developing countries in conditions of struggle and war in mandate to shelter funding and endure in the 'market' of humanitarian relief and development (Nunnenkamp, 2013).

(Spender, 2001) examined that employees in any organization need to continuously broaden their skills both personal and professional to remain competitive and dynamic in the marketplace. (Flipplo, 1980) defined "Training is the process of increasing knowledge, skills and competencies of workers who are performing a particular job in the organization". Training is like backbone of any business that can bring positive changes in employees' performance which is a strategic source for competitive edge and growth. Training and development is helpful not only for an organization but also for individual employees as well. On the other hand, training and development leads to increase business profitability, enhance job knowledge and skills. It also benefits individual employees to make better decision, handle stress, builds self-confidence and development to cope with future challenges (Sims, 1990).

In the context of Afghanistan, training and development practices have little and short history. Because all public and private sector organizations were completely collapsed due to internal war between warlords in different parts of Afghanistan beside civil and proxy war in the country. The NGOs operations and services were limited in capital Kabul city only. There were limited practices of training and development in public and private sector organizations before the year 2001. The government of Afghanistan was mainly responsible for humanitarian

activities across the country. As a result, government did not have sufficient resources and capacity to deliver its services to all citizens and failed especially in rural areas. As Afghanistan has long history in wars, when Soviet Union invaded Afghanistan military since December 1979, this military invasion made up history as the largest refugee crisis in the globe which has forced many Afghans to migrate to Europe, US, and particularly neighboring countries like Iran (two million) and Pakistan (five million) people settled in various refugee camps (Runion, 2007). During the early phases of Soviet-Afghan war, many NGOs were engaged in humanitarian assistance to war-affected people in distribution of food, shelter, medical and emergency services across Afghanistan (ACBAR, 2014). Though, a lot of organizations extended their services in mine clearance, education, training and health care after the withdrawal of Soviet in 1988. Many NGOs also started operations in the areas before they were restricted due to Soviet control and security problems (Goodhand, 2002).

More than 800 hundred international NGOs have initiated different projects in all parts of Afghanistan (Harpviken et al., 2002). In order to control their activities, the government of Afghanistan approved a law in January 1990 regarding NGOs to officially operate in the country (Rubin, 1995; West, 2001). After the approval of law, many NGOs received significant funds from international organizations such as United Nations High Commission for Refugees (UNHCR), United States Agency for International Development (USAID) and World Food Program (WFP) and reconstructions activities started initially (Oliker et al., 2004).

After the collapse and assassination of President Dr. Najibullah government, Taliban announced their own government called Islamic Emirate of Afghanistan (IEA) in (1996-October, 2001) which has pulled out and expelled 38 international NGOs from Afghanistan and claimed NGOs are working for foreign agencies beside political instability and religious objectives inside Afghanistan (West, 2001). Thus, international organizations withdrew from Afghanistan due to tough restrictions imposed on their activities (Josselin & Wallace, 2001). While many NGOs were forced to retreat to Pakistan in the regime of Taliban (1996-2001) to help Afghans refugee camps in Pakistan. Taliban government banned all females working for NGOs in Afghanistan (McDonald, 2000). Although, very small portion of NGOs were operating in tenure of Taliban, mostly working in relief programs, peace building, conflict resolution and human rights (Mitchel, 2017).

The regime of Taliban (Islamic Emirate of Afghanistan) was not recognized globally nor by United Nations except supported by Saudi Arabia, United Arab Emirates and Pakistan. Beside this, there was not any foreign embassy in Afghanistan in the era of Taliban having no political affairs between Afghanistan and foreign countries except Saudi Arabia, United Arab Emirates and Pakistan. Therefore, no financial aid from foreign countries and other financial institutions like International Monetary Fund (IMF), World Bank and Asian Development Bank (ADB), World Food Program (WFP) and United Nations Agency for International Development (USAID) to help for the improvement of Afghans life financially, economically, politically and socially. As a result, people were suffering from various aspects of life such as health facility, low education system, banned girls education, no foreign investment, no infrastructure projects, weak economy, high unemployment and high poverty rate were major problems of Taliban regime.

After the tragedy of September 11, United States of America Led-Invasion of Afghanistan and fell down the regime of Taliban, Afghanistan has opened abundant of chapters with the help of international partners particularly led by United States of America by pouring billions of dollars in the shape of projects. In addition to this, a lot of Non-profit national and International organizations have shown their high level interest in humanitarian assistance and activities in different sectors such as education, health care, infrastructure, poverty eradication, good governance, compliance in regulations and training and development practices to develop

the life of a four decades-long civil war (1992-1996) and proxy war (1979-1995) in Afghanistan. Unfortunately, these decades-long war damaged Afghan citizens in each aspect and remained uneducated. Till now there are some remote areas, where schools are closed and females are not allowed to get education, the area is in control of Taliban insurgents. Moreover, Taliban also implement its own curriculum instead of Ministry of Education (MoE). Therefore, many children and young generation are out of schools and remained illiterate. Due to high poverty rate, most of the children are out of school in the age of 6 to 12 working in streets to support their families financially. According to (UNDP, 2018) report indicates that despite huge amount of investment in education sector by United States of America and International community, total literacy rate is 42% which is very low and irritating. In addition to this, International Labor Organization (ILO, 2018; World Bank, 2020) reported its deep concern over the current unemployment rate 11% which is the highest number in South Asia. Beside that due to COVID-19 pandemic many NGOs have stopped their projects in different parts of Afghanistan and some NGOs postponed their projects which caused many Afghans become jobless.

1.1 Problem Statement

Training helps to facilitate employees in their routine practices and remain competitive in the organization. It is approved that providing training and development practices is the prior interest of the organization by enhancing performance of employees. Organizations thus are interested in discovering ways to equip and develop their workforce to better meet their overall organizational objectives.

After the collapse of Taliban regime, many NGOs entered Afghanistan with massive projects for humanitarian assistance. NGOs have adopted innovative and modern management techniques in order to effectively provide services with satisfactory manner. In these NGOs many foreigners were also elected by various donors in Afghanistan to successfully implement different projects effectively. Beside that a lot of Afghan people were hired in field work only in the initial stage due to lack of higher education, professional skills, abilities, managerial and leadership skills to perform their jobs successfully. In fact, many Afghans were not capable to properly perform their jobs successfully and committing many mistakes in daily activities which was a major challenge for the top management in many NGOs in Afghanistan especially in Jalalabad city. Therefore, executive level management realized the need and importance of training for Afghan workers in order to improve their skills, knowledge and abilities in their day-to-day activities. They conducted various trainings (On and off the job trainings) to familiarize and develop their basic skills, abilities and knowledge relevant to their jobs.

In non-governmental sector, where organizations are highly constrained by their resources, effective and efficient utilization of resources and moving towards the social objectives of the organization is highly dependent on the ability and competencies of the human resource of these NGOs. There are increasing concerns in Afghanistan from the donors regarding the effectiveness and quality services of employees in different NGOs. Despite the increasing importance of training and development in enhancing the quality and effectiveness of employee, there is very little work conducted in terms of analyzing the impact of training and development practices on performance enhancement of employees in NGOs in Afghanistan. Consequently, this study aimed to analyze the impact of training and development practices on employees' performance in Jalalabad-based NGOs of Afghanistan.

2. LITERATURE REVIEW

As 21st century is not like 20th century and yesterday will not be like tomorrow. Rapid changes occur due to technology advancement so the nature of training and the scope of training also

changes very quickly. Organizations mostly depend on online and virtual training methods which are very useful in most business environments. This technique is also cost effective and beneficial for the development of skills and sharing knowledge, experiences between workers easily.

The significance and value of training has been long recognised especially in enhancing employee skills, attitude and knowledge. Gap between given performance and desired performance can be diminished by providing effective training programs to employees (Jansen et al., 2010). Organizations, which provide training and development practices to their workers, can get high results because training and development play an important role in improving quality employee performance (Naseem et al., 2011). Training acts as a caring guardian for the organization as well as for employees. It increases profit and reduces workers turnover, absenteeism and job satisfaction. However, in the past monetary incentives have most probably been used previously as a tool for outstanding performance which was not successful (James and Daniel, 2014). Similarly, (Nadler and Nadler, 1991) argued that training and development is a significant tool for enhancing capabilities of the workforce.

Kumpikaite and Sakalas (2011) explained that training and development of the employee is an important component of the human resource development model of an organization. Khan and Mahmood (2012) examined that training and development is a systematic approach for providing education, training and development programs to the employees in a specified manner and time frame for enhancing the worth of the employees in a firm. According to (Appiah, 2012) training boosts understanding, knowledge, skills, aptitude and eventually workers performance in the organization.

2.1 The Nexus between Training and Development Practices and Employees' Performance

(Qayyum et al., 2012) highlighted the importance of T&D for enhancing competencies of the workforce in an organization in order to improve their effectiveness and efficiency through changing behavior, attitude and commitment to their work. (Sarena et al., 2012) investigated that if there is an optimal sense of trust and faith over their reward of the performance carried out, then the employees give their best of output. Training and development practices are thus an important factor in enhancing productivity and employee performance. (Hung, 2010) suggested that T&D is one of the important factor directed towards improving performance of the employees at their workplace.

Choo and Bowley (2007) studied that training positively impacts on employee performance and productivity, which resulted in higher level of customer and employee satisfaction thus increasing brand value of the organization. Training and development helps businesses to adapt to new technology by increased efficiency of employees (Kennedy, 2009). (Ghafoor et al., 2011) indicated that there is positive relation between training and development practices and employee performance. (Aslam, 2011) investigated the relationship between training and development programs and staff performance, the finding showed that training and development practices helped in improving quality employees performance. (Afroz, 2018) indicates that if an employee is well-trained to a greater extent, the greater performance he outputs. Organizations which do not provide trainings to their workers, are not far away to conk out in the market and it is because their employees are not able to improve their performance (Rida and Faiza, 2015). Therefore, organizations should focus on the factors which improve the employee performance like training and development programs which is a significant component for an organization success (Abbas and Yaqoob, 2009).

2.2 Effectiveness of NGOs in Afghanistan

Afghanistan has experienced substantial changes from post-2001 onward in promoting civil society, economic growth, political stability, women empowerment, human rights and development of Non-governmental Organizations practices have played fundamental role in building a strong and stable civil society. Afghanistan is one of the most poor and economically weak developing countries in the world which depends more than 60% on foreign aids for much of its budgetary support backed by United States of America, North Atlantic Treaty Organization (NATO) alliance, Canada, European Commission and some other countries are the top ten donors to Afghanistan (Peace Operations Working Group, 2003). The civil and proxy war for the last four decades long conflict in the country devastated not only social, business, economy and political life but also destructed basic infrastructure, education, health care, human rights and no foreign investment.

World Bank defines Non-Governmental organizations (NGOs) as “private organizations that help poor people in basic social needs, protect their life and the environment”. The core objectives of NGOs are to fundamentally contribute in development of society which is essential aspects of under-developed and developing countries. Since 2002, more than 37000 NGOs significantly contributed (19%) in economic growth, 26% basic infrastructure, 23% in research in different countries around the globe (UNDP, 2002).

After the tragedy of 9/11, America and its partners attacked on Afghanistan and fell down Taliban regime, improvements started in various sectors in the country like basic infrastructure, education, health care, political, social and business life. The insurgency and war in Afghanistan has attracted different social and welfare organizations to the state for the rehabilitation and social welfare of the Afghan people. Currently, there are large numbers of local and international NGOs working in Afghanistan. A study of (Mitchell, 2017) indicated that there were 828 local and 350 international NGOs, specifically in Nangarhar province, there were about 172 NGOs actively operating since 2014. However, since 2018 in Nangarhar province there were about 60 local NGOs actively working in various sectors in 22 districts of the province (Ministry of Economy, 2018).

The majority of the international NGOs were active from year (2000-2014). However, local NGOs made up history in the country when President Obama announced half withdrawal of American troops from Afghanistan since June 2014. Currently, total number of NGOs registered with Directorate of NGOs with the Ministry of Economy (MoE, 2018) was 2447 including 278 international and 2069 local. Fortunately, the concept and the participation of local NGOs are increasing day-by-day in order to help their own poor people in various sectors needed urgently inside the country (Harpviken et al., 2002). NGOs played significant role in Afghanistan especially in providing training and development in public and private sector, health, basic infrastructure, education, agriculture, good governance, increasing in investment in businesses and social life dramatically changed and improved. After the failure of the Soviet invasion in December 1979, international NGOs in Afghanistan became keenly interested to expand their fundamental humanitarian services such as health services, basic education, clean water and women rights, conflict resolution and peace building to rural areas but due to security constraints most of their services were limited to big cities only and those rural areas NGOs were active where there was zero security threats to their projects implementation (ACBAR, 2014).

In addition to this, NGOs brought a great revolution and changes in the people life due to their successful and effective use of resources, bridging gap between government and public, changing mind to work in diversified environment, enhancing moral of self-dependency in common people and encouraging people to participate voluntary in various community-based

activities which is a great achievement and initiative in social life of Afghans in the last two decades. In addition to this, Asian Development Bank (ADB, 2003) report stresses on the role of NGOs in Afghanistan during the long conflict which needs to be considered major achievements and should be expanded over the period. According to British Agencies Afghanistan Group (BAAG, 2004) report indicates that NGOs played crucial role in the improvement of education, health, urban and rural rehabilitation, gender equality, woman education, human rights and child protection in the last two decades. Similarly, (World Bank, 2003) report revealed that over 80% of health services were operated and supported by NGOs in Afghanistan either in supervision, training and drug supplies as shown in Figure.1.

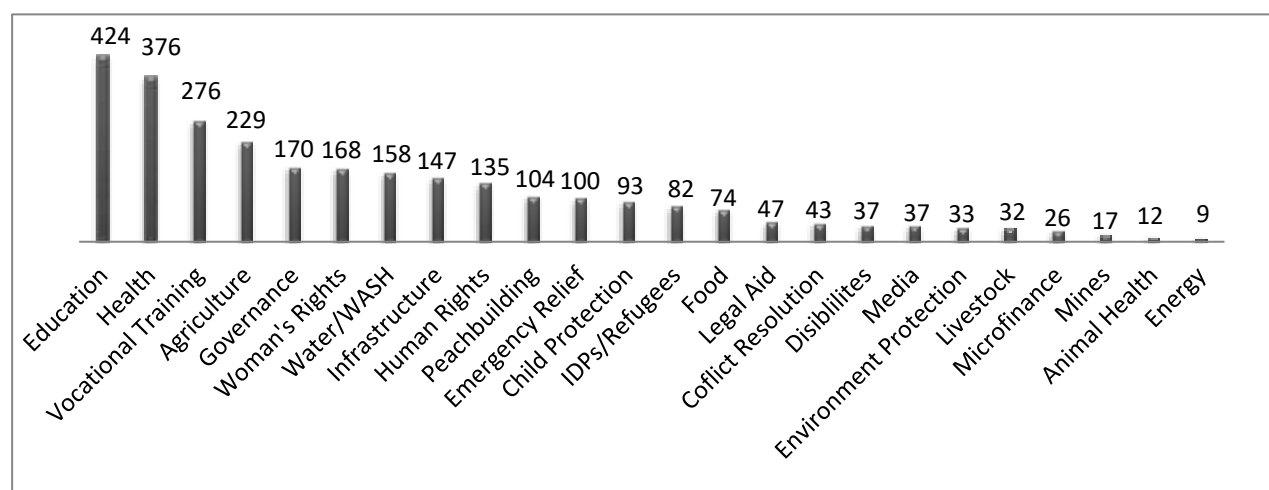


Figure 1 Presence & Activities of NGOs in Afghanistan

Source: (Mitchell, 2017)

The total numbers of NGOs were identified in the above (Figure 1) were 891 from the year (2000-2014) across Afghanistan and only 191 NGOs were single-mandate and the rest were involved in other sectors. The sector-wise NGOs are pointed out in (Figure 1). The first and foremost sector was education both primary and secondary. The fundamental and significant need of Afghan society was education which has attracted 424 NGOs were active. Health was the second importance of NGOs which has attracted 276. Third substantial need was vocational training programs involved 229 NGOs. The least involved sector was energy and only 9 NGOs were active.

Year	Total NGOs	International NGOs	Local NGOs	N/A
2000	158	35	53	2
2001	210	90	116	4
2002	359	188	164	7
2003	397	215	176	6
2004	432	229	197	6
2005	451	234	212	5
2006	480	241	233	6
2007	528	252	268	8
2008	544	255	279	10
2009	583	263	305	15
2010	640	272	341	27
2011	686	269	372	45
2012	701	268	388	45
2013	606	262	337	7
2014	617	263	347	7

Figure 2 Active NGOs in Afghanistan by year wise (2000-2014)

Source: (Mitchell, 2017)

The (Figure 2) indicates that the first five years (2000-2005) majority international organizations operating in Afghanistan and local NGOs were very less after the US-led invasion. The figures also provide the total number of NGOs in Afghanistan from the year 2000 to 2014 respectively. The highest number was 701 in 2012 and the lowest numbers of active NGOs were 158 in the year 2000. Moreover, it also indicates that 478 of those 828 NGOs were local which represents 58% and 350 were international NGOs which represents 42%. Besides that, local organizations were dramatically increasing every year substantially and particularly from 2006 to 2012 effectively. At the end, most of the NGOs stopped their services especially from 2010 to 2014 when president Obama announced US troop's withdrawal in June 2014 which directly increased in terrorist attacks by Taliban insurgents and ISIS which adversely affected NGOs operations and activities inside Afghanistan.

2.3 NGOs Role in Employment Post-2000 in Afghanistan

Afghanistan is considered one of the youngest countries in the South Asia, according to United Nations Population Fund (UNPF, 2019) report indicates that Afghan young generation below the age of 25 comprises of 67% of total population which is considered one of the youngest country in the region as compare to neighboring counties. Unfortunately, today more than 12% of youngsters are unemployed and this ratio is increasing very quickly every year due to insecurity, political instability, high poverty rate, tough government regulations for foreigner investors, weak economy condition, US and foreigners troops withdrawal by September 2021, no Foreign Direct Investment (FDI), terrorist attacks, weak law enforcement policy and high level of corruption in government sector are the critical challenges for the current government. However, with the help of NGOs some of the unemployment rate is fulfilled and many young Afghans are employed in NGOs sector working in lower, middle and upper level positions which covers 21% of total employment made by NGOs since 2018. (Ministry of Economy, 2018) report points out the total number of employees actively working in NGOs are 85383 since 2018, among them 60264 are male which represent 69% and 23769 are female 31% workers. Total number of Afghan employees are 84379 and 1004 foreigners mostly are Americans and Europeans. In addition to this, NGOs adopted new and modern management and leadership styles in Afghanistan traditional environment which has brought positive changes in employees' performance, thus influenced over all organizations of Afghanistan in diversification and adopting modern leadership styles in public and private sector organizations.

H₀ Training and Development practices do not have significant impacts on employees' performance in NGOs of Afghanistan.

H₁ Training and Development practices have significant impact on employees' performance in NGOs of Afghanistan.

3. RESEARCH METHODOLOGY

The basic aim of this study was to critically investigate the impact of training and development practices on employees' performance of NGOs in Afghanistan. Quantitative survey technique was used to collect data in Jalalabad City of Nangarhar Province. Close-ended questionnaires were used for data collection. A total of 237 questionnaires were distributed for data collection in six NGOs based in Jalalabad and received 200 questionnaires filled and returned by the respondents. Regression and correlation models were used for data analysis for testing hypothesis. The study randomly selected a sample of six NGOs for the sample.

- Rural Development and Reconstruction Organization (RDRO)
- Reconstruction and Social Service for Afghanistan Organization (RSSAO)
- Society for Afghanistan Development and Association Technologies (SADAAT)

- United Medical Center for Afghans & Rehabilitation Program for Afghanistan (UMCA/RPA)
- International Orphan Care (IOC)
- Rural Development and Reconstruction Organization (RDRO)

Scale points were labeled: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree.

3.1 Research Instrument

The items for this research tools were taken from several sources. The items of independent variable was adopted from (Peters & Quintas, 2005) “training and development” and dependent variable “employees’ performance” was developed by the researchers.

4. DATA ANALYSIS AND FINDINGS

Table 1 Model Summary

R	R Square	Adjusted R Square	F	Sig f	Std. Error of the Estimate
.747 ^a	.558	.555	54.9	.000	.473

Predictor: (Constant), Training & Development

Table 1 indicates R-value 74.7% (training and development) has significant influences on employees’ performance in the regression model. Furthermore, R-square value is 55.8% shows the variance in dependent variable due to independent variable. As per the value of adjusted R-square, employees’ performance has described 55.5% variance in training and development in Jalalabad-based NGOs. Where the remaining 44.5% is linked with other variables not included in this research. We reject null hypothesis which says there is no significant impact of training and development practices and employees performance.

Table 2 Model Fit (ANOVA) Results

ANOVA					
Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	30.325	1	30.325	.549	.000
Residual	23.983	143	0.168		
Total	54.308	144	30.325		

In the (Table 2) of ANOVA model, the significant level is .000, which shows that model is fit for this study.

Table 3 Regression Results

Variables	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.	Tolerance
(Constant)	.299	.198		1.510	.133	.930
T&D	.867	.064	.747	13.447	.000	.930

Dependent variables: Employees’ Performance

Table 3 indicates multiple regressions were used for training and development practices and employees’ performance. As Beta coefficients is 0.747 with P-value of 0.005 which is less than

$p < .0005$ shows strong and significant relationship between training and development practices and employees' performance. The analysis also revealed that if training and development practices increases, employees' performance increases as well. On the other hand, past studies also approved the same result (Tahir et al., 2014; Asfaw et al., 2015).

5. CONCLUSION AND RECOMMENDATIONS

Human resources are regarded one the most valuable capital of any business; consequently, there is need of proper management to take care of such vital assets in order to take full advantages of their skills, knowledge and abilities in a well-designed manner. This study is conducted to emphasize on training and development practices as important aspects of human resource development of any organization. The main purpose of training and development is to motivate employees toward their main duties with the help of training practices regularly. Training and development practices build up highly effective teams in the organization which encourages other workers to be effective in their jobs. In today's competitive world, it is very essential for organizations to hire qualified, skilled and well-trained employees' for quality performance. Businesses that invest much of its capital on training and development practices have gained outstanding results in terms of employees' performance, competitive advantage and profitability in the last two decades (Hafiz & Akbar, 2015). Moreover, training and development practices should be aligned with over all objectives of the organization in order to reach to its long-term goals. As every business has its own unique vision and goals, to accomplish these goals, organizations are needed to continuously arrange training and development practices for the improvement of employees skills, abilities and knowledge to perform their jobs successfully. The results of this research indicated that training and development practices lead to better employee performance.

Therefore, organizations are required to spend some portion of budget on training and development practices for sustainable growth and competitive edge. Training and development practices improve and positively influence employees' performance which is directly interrelated with each other. The result of this study also indicated that training and development practices significantly influence employees' performance in NGOs of Afghanistan. Moreover, this research recommends that the more there is training and development practices in non-profit organization, the more there is visible employees' performance seen in the organization.

Afghanistan has been lacking for the last four decades long war in quality research in terms of training and development and especially in the area of NGOs. This research will not only significantly contribute but will also pave the way for other researches in this area. As better known that Afghanistan is facing with skilled labors and personnel, organizations in it shall develop a thorough plan for training and development of the employees and identify their needs and accordingly execute the plan. This will bring a better individual performance but also an effective organizational performance, too.

The specific limitations and suggestions for further researches mentioned below.

- The scope of this study is limited to Non-profit Organization (NGOs) sector; therefore, the findings can encourage other researchers, scholars and professionals to conduct researches in other services sectors as well.
- As NGOs played significant positive role in social, political, business and economic development of Afghanistan, I recommend for further research to be conducted in Kabul city, the capital of Afghanistan where most of NGOs are headquartered in Kabul and training and development planning and policies are designed on need based annually.

- This research has covered and sampled only six NGOs in Jalalabad city and the result is generalized to NGOs sector only, not government and other social services sector organizations.

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